Report to the Secretary of Defense

Task Group on Strengthening the DoD Enterprise Governance

Report FY08-4

- **Recommendations to improve DoD's senior governance forums**

July 2008

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Strengthening the Department of Defense Enterprise Governance

TASK

The Deputy Secretary of Defense tasked the Defense Business Board (DBB) to form a Task Group with support from the Defense Policy Board (DPB) to review the existing governance bodies at the senior governance levels of the Department. The Task Group was asked to examine the various governance models for overlaps or redundancies and to consider alternative approaches that would better facilitate accomplishment of the Department's goals. The Task group was asked to:

- o Analyze senior governance models that could help the Department align strategy with outcomes and create a decision framework that will enable strategic choices at the senior governance levels of the Department;

- o Consider alternative frameworks that would result in strategic choices being made at the senior governance levels at reduced cost and improved efficiencies; and

- o Make recommendation to strengthen and institutionalize the responsibilities and authorities of the senior governance forums.

A copy of the official Terms of Reference (TOR) outlining the scope and deliverables for the Task Group may be found at **Appendix A**. The Task Group was co-chaired by Barbara Barrett (DBB) and Chris Williams (DPB Representative). Other Task Group Members included: John Madigan, Mark Ronald, Joe Wright, Jim Haveman from the DBB and Harold Brown, Jack Keane, and Jim Schlesinger from the DPB. The Task Group Sponsor was The Honorable Gordon England, Deputy Secretary of Defense and the Task Group DoD Liaison was Ryan Henry, Principal Deputy Under Secretary of Defense, Policy. The Task Group Executive Secretaries were Captain Dave Knapp, USN and Kelly S. Van Niman, DBB Deputy Director, with assistance from Brian Ferguson, Office of the Under Secretary of Defense for Policy, and Nelson Erickson, graduate student, Darden School of Business, University of Virginia.

METHODOLOGY

The Task Group reviewed four senior-level governance forums: the Senior Leader Review Group (SLRG), the Defense Senior Leadership Conference (DSLC), the Deputy's Advisory Working Group (DAWG), the Joint Requirements Oversight Council (JROC). Using a set of targeted interview questions, the Task Group assessed each forum and conducted a series of interviews with current and former senior DoD leaders, corporate management consultants, and academicians to assist in the assessment. The Task Group also referred to several public and private sector studies on governance.

OBSERVATIONS

After reviewing each of the four major senior governance forums, the Task Group developed the following assessment:

DSLC and SLRG: Primarily information-sharing forums; general policy- and strategy-level discussions
- Mechanisms for the Secretary to communicate and solicit feedback on key strategic initiatives
- Less focused on decision-making and outputs
- COCOMS have input through DSLC and other interactions with senior DoD leaders

DAWG: A highly-effective enterprise governance forum
- Reflects the Deputy Secretary's leadership style and commands the commitment of all senior leaders
- Focuses on operational-level decision-making (outputs) and socialization across the Department
- The frequency of meetings and resultant familiarity of senior leaders has reduced parochialisms

JROC: A statutory entity; the primary joint military requirements-setting forum
- Manages requirements using the Joint Capabilities Integration and Development System (JCIDS) process.

- Efforts to enhance JROC effectiveness are the subject of an ongoing DBB Task Group

Because the JROC is a statutory entity, the Task Group focused their effort on the discretionary forums: the DSLC, the SLRG, and the DAWG.

Based on their review, the Task Group observed that there is no "one-size-fits-all" model for governing the Department. Over the years, past Secretaries and Deputy Secretaries of Defense have constructed governance forums that reflected their personal management styles and were aligned to match the issues facing the Department at the time.

A review of best business practices from the private sector reveals the following characteristics of effective governance models:

- Designed to focus on an organization's core functions
- Uses an "output-focused" strategy to ensure measurable execution
- Led by strong leadership that encourages tough questions during a deliberative decision-making process
- Develops a process to monitor execution, measure output, promote accountability, receive feedback, and analyze the results of decisions
- Avoids the following traps:
  - Decision by consensus - eliminates "constructive tension"
  - Numerous and overlapping items on the agenda
  - Insufficient delegation

The Task Group observed that although the three governance forums, DSLC, SLRG, and DAWG, have different purposes and objectives, they generally meet the needs of the current leadership. The DSLC and the SLRG are useful forums for sharing the Secretary's strategic direction and intent and facilitating high-level policy and strategy discussions. The DAWG is effective forum to communicate the senior leadership's direction and make operational-level decisions that implement that direction. However, the Task Group noted that there is inadequate emphasis and attention on assessing implementation of prior decision and a lack of monitoring compliance with the strategic direction and with holding people accountable.

The Deputy directed the Task Group to consider possible steps to institutionalize governance bodies. The Deputy, on May 19, 2008, established policy to recognize the three forums as the primary senior governance forums in the Department (see DoD Directive 5105.79, "DoD Senior Governance Councils").

The Task Group presented their findings and draft recommendations to the full Board on July 17, 2008 **(Appendix B)**. The Board approved the recommendations as stated below.

RECOMMENDATIONS

The Defense Business Board recommends that the Secretary of Defense ensure that its enterprise-level governance forums adopt and adhere to the appropriate private sector "best practices" as detailed on page 3 of this report. The Board also recommends that the Secretary and Deputy Secretary devote more time and attention to assessing the performance and implementation of decisions made by these governance forums and institutionalize a process to follow-up on decisions made.

The Board also recommends the Secretary consider establishing a small staff-support function at the Secretary or Deputy Secretary-level to focus solely on the administrative management these important forums. Such a staff would prepare and adequately coordinate agendas and meeting materials of the three primary governance forums and coordinate agenda issues so as to minimize biases when framing issues for decisions by the forum.

Recognizing the different functions of the three forums, the Board recommends the Secretary and Deputy use all three forums as appropriate for governance during the transition period.

The Board also recommends the Secretary or his designee brief the respective campaigns and transition teams on the three enterprise governance forums, explaining their structure, purposes, memberships, and the general performance of each forum.

Finally, the Board recommends that the incoming leadership examine these three forums and decide what governance construct would best suit their personal management style and that of their incoming team, and amend the DoD Directive 5105.79 as appropriate.

CONCLUSION

The senior leadership of the Department of Defense relies on three governance forums to ensure the Secretary's strategy and vision are communicated and implemented across the Department. At present, the existing governance forums generally meet the needs of the current leadership. Anticipating a change of administration, it is critical that the new incoming leadership and their team use governance forums in a manner similar to the current administration to plan, communicate, and implement their strategic vision and follow-on strategic management decisions. Private sector best practices are applicable to the Department's senior-level governance and can significantly enhance the enterprise management, if continually incorporated and disciplined in these forums.

Respectfully Submitted,

Chris Williams
Task Group Co-Chair

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APPENDIX A

(TASK GROUP TERMS OF REFERENCE)

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OCT - 1 2007

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD (DBB)

SUBJECT: Terms of Reference - Defense Business Board Task Group on Strengthening DoD Corporate Governance

Consistent with the guidance contained in the Quadrennial Defense Review of 2006, the Department has outlined a roadmap to reform the Department's governance structure. Some key goals of these efforts are to align strategy and outcomes, and to create a decision framework that will enable strategic choice at the governance level of the Department.

Request you form a joint Task Group, led by the DBB and utilizing subject matter experts from the Defense Policy Board to provide an external, independent perspective to the Department of Defense (DoD) regarding corporate governance models that could help enable the Department to achieve the aforementioned goals.

Specifically, the Task Group should review the existing governance bodies at the governance level, for example, the Senior Leaders Review Group (SLRG), the Deputy's Advisory Working Group (DAWG), the Joint Requirements Oversight Council (JROC), and the Defense Advisory Board (DAB). Are there overlaps or redundancies? Are there alternative approaches that would better facilitate accomplishment of the Department's goals? What steps should be taken to strengthen and institutionalize these governance and management bodies, and within them, strengthen the roles and authorities of the Deputy Secretary of Defense, and the Vice Chairman of the Joint Chiefs of Staff?

The Principal Under Secretary of Defense for Policy, Mr. Ryan Henry, will be the DoD Liaison. DBB Task Group Co-Chair will be Barbara Barrett. The DBB is to nominate a qualified individual to serve as the Task Group Executive Secretary. The Task Group will present recommendations no later than the January 2008 DBB meeting.

The Task Group will be operated in accordance with the provisions of P.L. 92-463, the "Federal Advisory Committee Act," and DoD Instruction 5105.04, the "Department of Defense Federal Advisory Committee Management Program." It is not anticipated that this Task Group will need to go into any "particular matters" within the meaning of Section 208 of Title 18, U.S. Code, nor will it cause any member to be placed in the position of acting as a procurement official.

Gordon England

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APPENDIX B

(TASK GROUP FINAL REPORT – July 17, 2008)

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Task Group on
"Strengthening DoD Enterprise Governance"

July 2008

Final Report

TASK GROUP MEMBERS

Defense Business Board

- Barbara Barrett (Co-Chair)

- John Madigan

- Mark Ronald

- Joe Wright

- Jim Haveman

- Task Group Executive Secretaries
  Captain David Knapp, USN;
  Kelly Van Niman, DBB Deputy Director

Defense Policy Board

- Chris Williams (Co-Chair)

- Harold Brown

- Jack Keane

- James Schlesinger

- Task Group Executive Assistants, Mr.
  Brian Ferguson, Mr. Nelson Erickson

DoD Sponsor

The Honorable Gordon England, Deputy Secretary of Defense

TASK GROUP DELIVERABLES

- Analyze senior governance models that could help the Department align strategy and outcomes and create a decision framework that will enable strategic choices as the senior governance levels of the Departments

- Consider alternative frameworks that will result in strategic choices being made at senior governance levels at reduced cost and improved efficiencies.

- Make recommendations to strengthen and institutionalize the responsibilities and authorities of the senior governance entities

TASK GROUP METHODOLOGY

- Reviewed four senior-level governance forums within the DoD:

  - Senior Leader Review Group, Defense Senior Leadership Conference, Deputy's Advisory Working Group, and the Joint Requirements Oversight Council

- Interviewed current and former senior DoD leaders, corporate management consultants, and academicians

- Assessed the forums using a standard set of interview questions

- Analyzed prior studies and academic publications, including:

  - Business Roundtable, *Principles of Corporate Governance (2005)*

  - McKinsey Quarterly, *Organizing for Effectiveness in the Public Sector*

  - *Joint Defense Capabilities Study (2003)* (Aldridge Report)

  - Katzenbach Partners (April 2, 2008 Report on Senior Leadership Teams in Large Complex Organizations)

  - Defense Business Board, *Governance – Alignment and Configuration (2006)*

SENIOR-LEVEL FORUMS FOR ENTERPRISE GOVERNANCE

Senior Leader Review Group (SLRG)

- <u>Attendees</u>: SecDef, DepSecDef, CJCS, VCJCS, Service Secretaries, Service Chiefs, OSD Under Secretaries
- <u>Frequency</u>: Roughly Quarterly
- <u>Purpose</u>: Secretary and Chairman interaction with the Service Secretaries, Service Chiefs and OSD Leadership
- <u>Authority</u>: Discretionary

Defense Senior Leadership Conference (DSLC)

- <u>Attendees</u>: Same Membership as the SLRG with all Combatant Commanders
- <u>Frequency</u>: Three Times Per Year
- <u>Purpose</u>: Policy discussions to include major strategy and budget decisions
- <u>Authority</u>: Discretionary

Deputy's Advisory Working Group (DAWG)

- <u>Attendees</u>: DepSec, VCJCS, Service UnderSecs and Vice Chiefs, OSD Under Secretaries
- <u>Frequency</u>: Two Times per Week
- <u>Purpose</u>: A decision-making body on budget issues and technical programs.
- <u>Authority</u>: Discretionary

Joint Requirements Oversight Council (JROC)

- <u>Attendees</u>: VCJCS, Service Vice Chiefs; advisors: USD (AT&L), USD (C), Director (PA&E)
- <u>Frequency</u>: Meets as required
- <u>Purpose</u>: Approves joint military requirements
- <u>Authority</u>: Statutory

OBSERVATIONS

- **DSLC and SLRG**: Primarily information-sharing forums; general policy- and strategy-level discussions
  - Mechanism for Secretary to communicate and solicit feedback on key strategic initiatives
  - Less focused on decision-making and outputs
  - COCOMS have input through DSLC and other interactions with senior DoD leaders

- **DAWG**: A highly-effective enterprise governance forum
  - Reflects the Deputy Secretary's leadership style and commands the commitment of all senior leaders
  - Focuses on operational-level decision-making (outputs) and socialization across the Department
  - The frequency of meetings and resultant familiarity of senior leaders has reduced parochialisms

- **JROC:** A statutory entity; the primary joint military requirements-setting forum
  - Manages requirements using the Joint Capabilities Integration and Development System (JCIDS) process.
  - Efforts to enhance JROC effectiveness are the subject of an ongoing DBB Task Group
  - Because the JROC is a statutory entity, the Task Group focused their effort on the discretionary forums

OBSERVATIONS

- There is no standard "one-size-fits-all" model construct for enterprise-level governance

    – Secretaries and Deputy Secretaries have constructed governance forums that reflect their personal management styles and issue preferences, along with those of the subordinate leaders they bring with them

    – Important lessons to be learned from Private Sector Best Practices (see Appendix A)

- The three existing enterprise governance forums (SLRG, DSLC, and DAWG) have different purposes and objectives but generally meet the needs of the current leadership

OBSERVATIONS

- The DSLC and SLRG are useful forums for sharing the Secretary's strategic direction and intent and facilitating high-level policy/strategy discussions

- The DAWG is effective in communicating the senior leadership's direction and making operational-level decisions that implement that direction

- Need better coordination between/among other senior-level enterprise governance forums

- Inadequate emphasis and attention within the three forums (or elsewhere) on assessing implementation of and compliance with strategic directions and prior decisions -- general lack of performance accountability

- In May 2008, the Department codified into DoD policy the existence of the three primary governance forums, the DAWG, the DSLC and SLRG (see Appendix B, DoD Directive 5105.79 "DoD Senior Governance Councils")

RECOMMENDATIONS

- **Ensure that enterprise-level governance forums adopt and adhere to appropriate private sector "best practices":**
  - Decision-maker(s) determine the methods/mechanisms by which decisions are made
  - Participation is matched to the mission of the forum; keep groups to a manageable size; obtain balanced input from stakeholders
  - Roles, responsibilities and decision rights are clearly defined to minimize overlap; focus on core processes
  - Meetings on a regular schedule; sufficient time to maintain effectiveness and momentum
  - Agenda is focused on enterprise issues -- avoid biases and low-level issues
  - Strategic decisions continually linked into budgets
  - Support staff develops and coordinates quality agendas and background materials without unnecessary duplication
  - Communicate decisions to appropriate internal and external entities
- **Devote more time and attention to assess performance, implementation, and follow-up**
  - Ensure decisions are made in a timely manner and are supported with clear responsibility, accountability, measurable goals, and time-lines
  - Monitor and analyze the implementation of decisions
  - Conduct regular performance reporting and progress reports on previous decisions
  - Hold relevant officials accountable for their performance in meeting established strategic goals and objectives

RECOMMENDATIONS

- Consider establishing a small staff-support function at the Secretary- or Deputy Secretary-level to coordinate agendas and meeting materials of the three enterprise governance forums to minimize potential biases in framing of issues

- Recognizing the different function of the three forums, recommend the Secretary and Deputy utilize all three forums, as appropriate, for enterprise governance during transition

- The Secretary (or others, as directed) should brief the respective campaigns/transition teams on the current enterprise governance forums - - their structures, purposes, membership, performance, etc.

- Recommend the incoming leadership examine these forums, decide what governance constructs would best suit their personal management styles and that of their incoming team and amend DoD Directive 5105.79 as appropriate

APPENDIX A

Private Sector Best Practices

Private Sector Best Practices

- Characteristics of effective governance entities emphasized in interviews and research:

  - Designed to focus on the organization's core functions

  - Develop a strategy that is "output-focused" to ensure measurable execution

  - Utilize strong leadership and encourage tough questions during the deliberative decision-making process

  - Develop a methodology to monitor execution, measure output, promote accountability, receive feedback, and analyze the results of decisions

  - Avoid the following traps:

    - Decision by consensus - eliminates "constructive tension"

    - Numerous and overlapping items on the agenda

    - Insufficient delegation

APPENDIX B

List of Standard Survey Questions

DEFENSE BUSINESS BOARD
TASK GROUP
STRENGTHENING DOD ENTERPRISE GOVERNANCE

Interview Questions

The Task Group is focused on providing recommendations related to effective governance models for the Department. Examples of the current governance organizations and their processes we are examining include, but are not limited to, the Senior Leader Review Group (SLRG), the Defense Acquisition Board (DAB), the Deputy's Advisory Working Group (DAWG), and the Joint Requirement Oversight Council (JROC).

Department of Defense Governance:

1. What senior-level governance organizations did you find effective or ineffective, or unnecessary? What traits, processes or principles did those organizations demonstrate which made them effective or ineffective?

2. If you spent time in DoD, did you feel that your organization was part of the process and made an impact on budget and/or operating decisions? If not, why not? What should be or could have been done to improve this situation?

3. Again, if you spent time in DoD, do you believe that your superiors and your subordinates fully understood the roles, responsibilities and processes of your organization within the department?

4. In general, do you believe that the policy, Program Objective Memorandum (POM) and budget decision processes and structure within the Department were cost/time efficient – or overly burdensome? What suggestions would you have to improve the situation?

5. Do you believe that the Services, the way they are structured, have appropriate governance organizations and processes or do you believe there is duplication between the Services and OSD and could there be improvements? If so, what recommendations would you make?

6. Do you believe that the Combatant Commanders have the appropriate "seats at the table" in terms of decision making from the senior executives in the Department, or do they not have sufficient voice and/or is the bureaucracy is too powerful from a governance standpoint?

7. Do you believe that the Joint Staff has the appropriate level of authority in terms of decision making from the senior executives in the Department, or does the Joint Staff not have sufficient voice comparatively with the Services?

Other Government Experience:

8. In your experience with other Federal Agencies or branches of Government, did you observe any boards or commissions that were particularly effective in providing policy, budget and/or operating guidance and oversight of their organization along with efficiently aligning established strategy with results? If so, what Agencies or branches of Government?

9. What boards or commissions from other branches of Government did you feel worked most effectively with DoD and which were the most ineffective?

Corporate or Academic Experience:

10. What has been your experience with corporate/administrative governance and decision-making outside of Government (e.g., on corporate or academic boards) where you have found them to be particularly effective – or ineffective?

   a. How did the Lockheed Corporate Officers make internal decisions that had impacts across business lines (e.g., strategy formulation and implementation, resource allocation)?

   b. What senior-level governance organizations did you find effective or ineffective, or unnecessary? What traits, processes or principles did those organizations demonstrate which made them effective or ineffective?

   c. In your private-sector experience, how would you describe the quality of decision-making information at the senior levels? What contributed to quality, or lack thereof, of information?

11. What attributes did these organizations have, either positive or negative, that you thought made them stand out? What were the main characteristics that differentiated the performance of these organizations?

13. How does this compare to your experience or observations in DoD, NASA and other federal agencies, and what are the key changes that could be made in the Department's corporate governance based upon the above observations?

Other:

14. Are there any other people that have senior executive experience in Government and the private sector that you believe could add value to our examination of the DoD governance structure?

15. Are there any other observations or recommendations that have not resulted from the above questions that you believe should be considered in strengthening the enterprise governance within DoD?

APPENDIX C

DoD Directive 5105.79 "DoD Senior Governance Councils

Department of Defense
DIRECTIVE

SUBJECT: DoD Senior Governance Councils

References: See Enclosure 1

1. PURPOSE

a. This Directive:

(1) Establishes policy and administrative guidance for the Defense Senior Leadership Conference (DSLC), the Senior Leader Review Group (SLRG), and the Deputy's Advisory Working Group (DAWG) pursuant to the authority vested in the Secretary of Defense by section 113 of title 10, United States Code (Reference (a)).

(2) Supersedes Deputy Secretary of Defense Memorandum (Reference (b)) and DoD Directive (DoDD) 5105.66 (Reference (c)).

b. Nothing in this Directive limits the authorities or responsibilities of the Secretary or Deputy Secretary of Defense established in statute or in DoDD 5105.02 (Reference (d)).

2. APPLICABILITY.

This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. ORGANIZATION AND MEMBERSHIP

a. The Secretary of Defense chairs meetings of the DSLC and is assisted by the Chairman of the Joint Chiefs of Staff with members listed in Enclosure 2. Membership may vary at the discretion of the Secretary of Defense.

b. The Secretary of Defense chairs meetings of the SLRG and is assisted by the Chairman of the Joint Chiefs of Staff with members listed in Enclosure 3. Membership may vary at the discretion of the Secretary of Defense. Combatant Commanders may be invited to attend SLRG meetings that address topics affecting their respective Combatant Commands.

c. The Deputy Secretary of Defense chairs meetings of the DAWG and is assisted by the Vice Chairman of the Joint Chiefs of Staff with members listed in Enclosure 4. Membership may vary at the discretion of the Deputy Secretary of Defense. Combatant Commanders may be invited to attend DAWG meetings that address topics affecting their respective Combatant Commands.

4. <u>POLICY</u>. It is DoD policy that:

a. The DSLC, SLRG, and DAWG are the principal integrated civilian–military governance bodies of the Department.

b. The management and oversight of DoD Component activities shall be conducted in a transparent and collaborative manner to promote unity of effort; effective support to Combatant Commands; integration of civilian and military perspectives; the efficient and effective development, coordination, and implementation of DoD policies and programs; and the timely sharing of information on matters of mutual interest.

c. Members of the DSLC, SLRG, and DAWG shall express their views openly in an environment of non-attribution.

d. The DSLC shall meet at least semi-annually to address broad, cross-cutting issues affecting OSD, the Military Departments, the Combatant Commands, and the Interagency. The DSLC shall provide advice and assistance on strategic issues to the Secretary of Defense.

e. The SLRG shall meet at the discretion of the Secretary of Defense to address DoD issues and priorities of the highest level. The SLRG shall provide advice and assistance to the Secretary of Defense on the strategic direction of the Department.

f. The DAWG shall meet at the discretion of the Deputy Secretary of Defense to provide advice and assistance to the Deputy Secretary of Defense on matters pertaining to DoD enterprise management, business transformation, and operations; and strategic level coordination and integration of planning, programming, budgeting, execution, and assessment activities of the Department.

g. Matters involving Special Access Program information shall be addressed consistent with DoD policy established for that purpose, under DoDD 5205.07 (Reference (e)).

5. ADMINISTRATION

    a. Agendas for the DSLC, SLRG, and the DAWG shall be announced by their respective Executive Secretary in consultation with the members of these councils, or as determined by the Secretary and Deputy Secretary of Defense.

    b. Issues presented to the DAWG shall be vetted with one of the Department's functional oversight committees, as identified in Enclosure 5, or through a Department-wide or Interagency equivalent group before they are addressed by the DAWG. For example, presentations that address Future Years Defense Plan matters should normally first be vetted by the 3-Star Programmers.

    c. Guidance and decisions from the DSLC, SLRG, and DAWG shall be announced by their respective Executive Secretary, as appropriate, and be consistent with DoD policies on information security, records management, and freedom of information in accordance with DoDD 5200.1, DoDD 5015.2, and DoDD 5400.07 (References (f), (g), and (h), respectively).

6. RESPONSIBILITIES

    a. The Director, Joint Staff, under the Chairman of the Joint Chiefs of Staff, shall:

        (1) Serve as the Executive Secretary of the DSLC and shall:

            (a) Coordinate with the Under Secretary of Defense for Policy (USD(P)), the Chairman of the Joint Chiefs of Staff, and other members, as appropriate, to prepare DSLC agendas for approval by the Secretary of Defense.

            (b) Develop, maintain, and distribute to its members a long-term schedule for the DSLC. Provide administrative support for DSLC meetings, including distribution of briefings to members, meeting room access control, attendance tracking, and graphics support.

    b. The USD(P) shall provide liaison to and assist the DSLC Executive Secretary with DSLC support and agenda development.

    c. The Director, Program Analysis and Evaluation, shall:

        (1) Serve as the Executive Secretary of the SLRG and shall:

            (a) Coordinate with the USD(P), the Chairman of the Joint Chiefs of Staff, and other members, as appropriate, to prepare SLRG agendas for approval by the Secretary of Defense.

            (b) Develop, maintain, and distribute to its members a long-term schedule for the SLRG. Provide administrative support for SLRG meetings, including distribution of briefings to members, meeting room access control, attendance tracking, and graphics support.

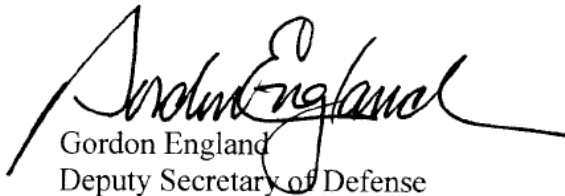(2) Serve as the Executive Secretary of the DAWG and shall:

(a) Coordinate with the Principal Deputy USD(P); the Director, Joint Staff; and other members, as appropriate, to prepare DAWG agendas for approval by the Deputy Secretary of Defense.

(b) Develop, maintain, and distribute to its members a long-term schedule for the DAWG. Provide administrative support for DAWG meetings, including distribution of briefings to members, meeting room access control, attendance tracking, and graphics support.

    d. The Director of Administration and Management, in coordination with the respective Executive Secretary, shall monitor the status of tasks issued in DSLC, SLRG, and DAWG meetings; and shall periodically provide reports on the status of tasks to the respective Executive Secretary, and other members, as appropriate.

7. RELEASABILITY. UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at http://www.dtic.mil/whs/directives.

8. EFFECTIVE DATE. This Directive is effective immediately.

Gordon England
Deputy Secretary of Defense

Enclosures:
1. References
2. Members of the DSLC
3. Members of the SLRG
4. Members of the DAWG
5. Functional Oversight Committees

ENCLOSURE 1

REFERENCES

(a) Section 113 of title 10, United States Code
(b) Deputy Secretary of Defense Memorandum, "Management of the Deputy's Advisory Working Group," December 12, 2006 (hereby canceled)
(c) DoD Directive 5105.66, "Senior Executive Council (SEC)," July 10, 2001 (hereby canceled)
(d) DoD Directive 5105.02, "Deputy Secretary of Defense," September 18, 2007
(e) DoD Directive 5205.07, "Special Access Program (SAP) Policy," January 5, 2006
(f) DoD Directive 5200.1, "DoD Information Security Program," December 13, 1996
(g) DoD Directive 5015.2, "DoD Records Management Program," March 6, 2000
(h) DoD Directive 5400.07, "DoD Freedom of Information Act (FOIA) Program," January 2, 2008

ENCLOSURE 2

MEMBERS OF THE DSLC

Membership may vary at the discretion of the Secretary of Defense. Other officials of the Department of Defense, and other departments or agencies of the Executive Branch, as designated by the Secretary of Defense, may be invited to attend, as appropriate.

Secretary of Defense (Chair)
Deputy Secretary of Defense
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Under Secretary of Defense for Acquisition, Technology, and Logistics or Principal Deputy
Under Secretary of Defense for Policy or Principal Deputy
Under Secretary of Defense (Comptroller)/Chief Financial Officer or Principal Deputy
Under Secretary of Defense for Personnel and Readiness or Principal Deputy
Under Secretary of Defense for Intelligence or Principal Deputy
Deputy Chief Management Officer
Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer
Assistant Secretary of Defense for Legislative Affairs
Assistant Secretary of Defense for Public Affairs
General Counsel of the Department of Defense
Director, Program Analysis and Evaluation

Chairman of the Joint Chiefs of Staff (Vice Chair)
Vice Chairman of the Joint Chiefs of Staff
Chief of Staff, Army
Chief of Naval Operations
Chief of Staff, Air Force
Commandant of the Marine Corps
Commandant, U.S. Coast Guard
Commander, U.S. Africa Command
Commander, U.S. Central Command
Commander, U.S. European Command
Commander, U.S. Joint Forces Command
Commander, U.S. Northern Command/North American Aerospace Defense Command
Commander, U.S. Pacific Command
Commander, U.S. Southern Command
Commander, U.S. Special Operations Command
Commander, U.S. Strategic Command
Commander, U.S. Transportation Command
Commander, United Nations Command/ Combined Forces Command/U.S. Forces Korea
Director, Joint Staff
Chief, National Guard Bureau

ENCLOSURE 3

MEMBERS OF THE SLRG

Membership may vary at the discretion of the Secretary of Defense. Other officials of the Department of Defense (including Combatant Commanders), and other departments or agencies of the Executive Branch, as designated by the Secretary of Defense, may be invited to attend, as appropriate.

Secretary of Defense (Chair)
Deputy Secretary of Defense
Secretary or Under Secretary of the Army
Secretary or Under Secretary of the Navy
Secretary or Under Secretary of the Air Force
Under Secretary of Defense for Acquisition, Technology, and Logistics or Principal Deputy
Under Secretary of Defense for Policy or Principal Deputy
Under Secretary of Defense (Comptroller)/Chief Financial Officer or Principal Deputy
Under Secretary of Defense for Personnel and Readiness or Principal Deputy
Under Secretary of Defense for Intelligence or Principal Deputy
Deputy Chief Management Officer
Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer
Assistant Secretary of Defense for Legislative Affairs
Assistant Secretary of Defense for Public Affairs
General Counsel of the Department of Defense
Director of Administration and Management
Director, Program Analysis and Evaluation

Chairman of the Joint Chiefs of Staff (Vice Chair)
Vice Chairman of the Joint Chiefs of Staff
Chief or Vice Chief of Staff, Army
Chief or Vice Chief of Naval Operations
Chief or Vice Chief of Staff, Air Force
Commandant or Assistant Commandant of the Marine Corps
Director, Joint Staff
Chief, National Guard Bureau

ENCLOSURE 3

ENCLOSURE 4

MEMBERS OF THE DAWG

Membership may vary at the discretion of the Deputy Secretary of Defense. Other officials of the Department of Defense (including Combatant Commanders), and other departments or agencies of the Executive Branch, as designated by the Deputy Secretary of Defense, may be invited to attend, as appropriate.

Deputy Secretary of Defense (Chair)

Secretary or Under Secretary of the Army

Secretary or Under Secretary of the Navy

Secretary or Under Secretary of the Air Force

Under Secretary of Defense for Acquisition, Technology, and Logistics or Principal Deputy

Under Secretary of Defense for Policy and Principal Deputy

Under Secretary of Defense (Comptroller)/Chief Financial Officer or Principal Deputy

Under Secretary of Defense for Personnel and Readiness or Principal Deputy

Under Secretary of Defense for Intelligence or Principal Deputy

Deputy Chief Management Officer

Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer

Assistant Secretary of Defense for Legislative Affairs

Assistant Secretary of Defense for Public Affairs

General Counsel of the Department of Defense

Director of Administration and Management

Director and Principal Deputy Director, Program Analysis and Evaluation

Vice Chairman of the Joint Chiefs of Staff (Vice Chair)

Chief or Vice Chief of Staff, Army

Chief or Vice Chief of Naval Operations

Chief or Vice Chief of Staff, Air Force

Commandant or Assistant Commandant of the Marine Corps

Commander, U.S. Special Operations Command or Deputy

Director, Joint Staff

Chief, National Guard Bureau or Deputy

Director, Strategic Plans and Policy – J5

Director, Force Structure, Resources, and Assessment – J8

ENCLOSURE 5

FUNCTIONAL OVERSIGHT COMMITTEES

3-Star Programmers
Command and Control Capability Integration Board
Defense Acquisition Board
Defense Business Systems Management Committee
Defense Human Resources Board
Defense Logistics Board
DoD Chief Information Officer Executive Board
Financial Management Leadership Council
Intelligence, Surveillance, and Reconnaissance Integration Council
Joint Requirements Oversight Council
Missile Defense Executive Board
National Leadership Command Capability Executive Management Board
Nuclear Weapons Council
Operations Deputies
Pentagon Governance Council
Policy & Strategy Committee
Special Access Program Oversight Committee

BACKUP

Definition of Core Process

- Those processes that are required to successfully achieve the organizational mission. Core processes should be synchronized to improve horizontal integration across functional areas.